

USAWC STRATEGY RESEARCH PROJECT

LTG TIMOTHY J. MAUDE:
LEADER OF CHANGE

by

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This SRP is submitted in partial fulfillment of the requirements of the Master of Strategic Studies Degree. The U.S. Army War College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104, (215) 662-5606. The Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.

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U.S. Army War College
CARLISLE BARRACKS, PENNSYLVANIA 17013

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 18 MAR 2005		2. REPORT TYPE		3. DATES COVERED -	
4. TITLE AND SUBTITLE LTG Timothy J. Maude Leader of Change				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Karen Semeraro				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army War College, Carlisle Barracks, Carlisle, PA, 17013-5050				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT See attached.					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES 39	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

ABSTRACT

AUTHOR: LTC Karen Semeraro

TITLE: LTG Timothy J. Maude: Leader of Change

FORMAT: Strategy Research Project

DATE: 18 March 2005 PAGES: 39 CLASSIFICATION: Unclassified

This SRP examines lessons from LTG Maude's leadership of the personnel community. He was a leader of extraordinary vision, keen technical competency, and superb interpersonal skills – all of which were directly shaped by a military career that included almost every key developmental position within the Adjutant General Career field. This study is especially warranted because it is highly unusual for the Army to promote someone who had extensive experience in a non-combat arms career field to Lieutenant General to then lead his chosen career field.

During Army Transformation, as the chosen DCSPER, LTG Maude established his vision to focus on three critical issues: personnel transformation, manning the force for the 21st century, and establishing programs that would recruit and retain quality people. This SRP describes LTG Maude's competencies as a strategic leader – specifically his conceptual, technical, and interpersonal skills which enabled him to execute his vision and thereby meet the CSA's objectives and transform the personnel community to remain viable, credible, and effective.

This paper concludes with a final remembrance of a Fallen Warrior who had the ability to look into the future, then to conceptualize a vision and translate that vision into an ambitious and feasible plan of action. He anticipated institutional reluctance to change – and over came it gracefully and skillfully. We now have a five-year perspective on the impact of LTG Maude's vision on our Army.

LTG Maude was a leader all his life. He was a visionary with practicality, which is a rare combination. He focused on the Soldier and family; he believed in his heart that it was the right thing to do. LTG Maude's leadership and competencies within his chosen profession truly made a difference and ultimately set the stage for future Army operations.

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ACKNOWLEDGEMENTS

The author wishes to thank the following individuals for their support and encouragement in contributing to this research. I was fortunate to meet and talk with many individuals who were privileged to have been Timothy J. Maude's friend, peer, leader, subordinate or spouse. Each of your experiences brought a different perspective, all contributing to defining who Timothy J. Maude was. As an American Soldier who lived the Army's Values, he took no greater pride than in his responsibilities of taking care of Soldiers and their families.

To those who knew him, Timothy J. Maude was an exceptional individual who will not be matched by anyone else. On the day of September 11, 2001, the Army lost a great Soldier, a leader, a friend, a spouse, and a father. Throughout my research, I have learned there is more to this great American than I can ever present. Yet I have tried to portray his personality, his competencies, his leadership, his human spirit, and his love for Soldiers and his love for this country. My research has been rewarding, both personally and professionally. I again thank each of you for your contributions:

Mrs. Teri Maude
BG (P) Sean Byrne
BG Gina Farrisee
COL Elton Manske
COL (Ret) Ruth Collins
LTC Karl Thoma
Dr. Stephen Bower
Dr. Richard Meinhart
Mr. Mark Lewis
Professor Jim Hanlon
Classmates of 2005
USAWC staff support

LTG TIMOTHY J. MAUDE: LEADER OF CHANGE

LTG Timothy J. Maude was a husband, a father, a soldier, and a leader. On the morning of 11 September 2001 he was serving as the Army's Deputy Chief of Staff for Personnel. He was killed in the terrorist attack on the Pentagon.

LTG Maude understood the human spirit. He understood that the well-being of the Army – Soldiers, civilians, retirees, veterans and their families – is inextricably linked to our readiness as a force. The success of the Army of One Campaign demonstrated his broad understanding of human nature and his creative instincts in delivering on that understanding.

He understood that young men and women today are looking for something greater than self and are able to accept the notion of duty to country as the noblest of endeavors.

LTG Maude's influence will continue to strengthen the Army's readiness and our nation's defense of freedom and liberty for years to come. His every action cheerfully reflected his commitment to duty. Simply put, LTG Maude loved Soldiers, he loved the Army, and he loved this wonderful country.¹

BACKGROUND

LTG Timothy J. Maude was born in Indianapolis, Indiana, on 18 November 1947. He entered the United States Army as an Enlisted Soldier in 1966. A year later he completed Officer Candidate School and was commissioned a Second Lieutenant in the Adjutant General Corps.

One of his first assignments took him to Vietnam, where he served as a postal officer, making sure the soldiers received their mail from home in a timely fashion. This was the start of a career that would span 35 years in the Adjutant General Corps. Always, his highest priority was taking care of Soldiers and their families, a job he loved dearly and maintained with great passion. LTG Maude's career spanned over 20 duty assignments. He held every key billet in the Adjutant General Corps that involved taking care of Soldiers, rising in rank from private to a three-star general. He loved the Adjutant General Corps because he knew the important role the Corps played in taking care of his beloved Soldiers and their families.

LTG Maude was first and foremost a Soldier. His customary introductory line was, "I'm Tim Maude and I'm a U.S. Army Soldier." In his final position, whenever he would give a speech, or when he would go up to greet someone, he would reluctantly admit to them that he was a general officer and the Deputy Chief of Staff (DCSPER) for the Army.²

Mrs. Maude recalls her husband's easy-going personality. He didn't see himself as a visionary. He didn't see himself as a senior leader. In fact, he told her several times "I would walk down the halls of the Pentagon and see a mirror with my own reflection with three stars and say, 'Oh...who's that?'" He always saw himself as a Soldier. That's all he ever wanted to do...or be.³

On 3 August 2000, during times of significant changes within the Army, Timothy J. Maude was appointed as the Army's 39th Deputy Chief of Staff for Personnel. When the Army chose him to be its senior military personnel specialist, LTG Maude was the right man to meet the challenges the Army faced. At that time, the future of the all-volunteer Army – Active, Reserve, and National Guard – was seriously in question. Army recruiters were struggling to attract sufficient numbers of quality men and women, and recruiting advertising seemed increasingly ineffective. Army Divisions were understaffed and faced the challenges of having too few people to train properly, along with the difficulty of dealing with increasingly more frequent deployments with an insufficient number of personnel. Pay was inadequate, and the Army appeared ill-positioned to effectively recruit America's future military heroes. During his tenure, LTG Maude developed his vision for change. Subsequently, he found all the right methods, means, and support within the Army, the Department of Defense, and on Capital Hill to turn things around.⁴

THE VISION

A vision provides a sense of ultimate purpose, direction, and motivation for all members and activities within the organization. It provides a concept which serves to initiate and focus more specific organizational goals, plans, and programs. It provides a means of analyzing and understanding the pressures within the external environment. The vision also helps the organization to identify what in the environment is important, what requires action, and what that action should be. It also reinforces the basic values of the organization and their leader.⁵

To meet the national security requirements of the 21st century to ensure full spectrum dominance, the Army articulated its Vision to chart a balanced course and shed its Cold War designs. The Vision is about three interdependent components – People, Readiness, and Transformation. The Army is people – Soldiers, civilians, veterans, and families. And Soldiers remain the centerpiece of our formations. Warfighting readiness is the Army's top priority. Transformation will produce a 'future force' that is founded on innovative doctrine, training, leader development, material, organizations, and Soldiers. The manpower programs that we develop will be vital to each element of the Army Vision.⁶

PEOPLE

The Vision retains The Army's commitment to its people: its greatest resource. The transformation strategy prescribes recruiting, retention, and distribution measures that will ensure we continue to attract, train, motivate, and retain the most competent and dedicated people in the nation to assure our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our Soldiers, Army civilians and their families by enabling their full potential as individuals.⁷

Quality people are the cornerstone of today's Army, and will remain so in the future. Without highly skilled, competent, and dedicated people, it does not matter how lethal our weapons are or how strategically responsive our formations are. The Army is developing a long-term strategy for manning the force as part of the transformation strategy. It encompasses a commitment to the well-being of all veterans, and their families. The emphasis is on innovative ways of investing in our most precious asset – our people.

The Army faces stark challenges both today and in the future concerning the Soldier and civilian workforces. The requirements for technical and advanced skills will only increase as our means for performing full spectrum operations become more sophisticated. Today's strong economy and increased opportunities for higher education have created unprecedented competition for the quality people that fill the Army's ranks. We should continue to pursue innovative ways to attract and retain the quality soldiers and civilians we need.⁸

READINESS

The Army has a non-negotiable contract with the American people to fight and win our Nation's wars. Warfighting is our number one priority. In addition to the requirement of being ready for the warfight, the Army has been globally engaged, heavily committed to meeting the daily requirements of the National Security Strategy and the National Military Strategy. Soldiers are deploying routinely, and the Army is the force the Nation relies on most heavily to perform the full spectrum of military operations. While executing these missions, the Army has remained ready at all times to meet the warfighting requirements of the NMS: to fight and win two nearly simultaneous Major Theater Wars. Today, we are able to meet the requirements of the National Military Strategy, but there is moderate risk associated with fighting the first Major Theater War and higher levels of risk associated with the second Major Theater War. In this context, risk does not mean that U.S. Forces would not prevail; however, achieving our objectives will require a larger expenditure of our national treasure.⁹

Our leaders are working hard to maintain a ready force. The Army's Transformation initiatives, including proposed increases in the manning of our warfighting organizations, personnel redesigns, and upgraded equipment, will continue to assist in the future readiness of our forces.

TRANSFORMATION

The third component of the Army's Vision foresees a comprehensive transformation of the entire Army. This complex, multi-year effort will balance the challenge of transforming the operational force and institutional base while maintaining a trained and ready force to respond to crises, deter war and, if deterrence fails, fight and win decisively. Transformation is far more extensive than merely modernizing our equipment and formations. It is the transformation of the entire Army from leader development programs to installations to combat formations. All aspects – doctrine, training, leaders, organization, material and Soldiers – will be affected.¹⁰

LTG Maude was an AG Officer. Indeed, he was the Army's Deputy Chief of Staff for Personnel (DCSPER). In previous years, there had only been two other senior leaders from the AG Corps that served in the position of the DCSPER: LTG Allen Ono (1987) and LTG Frederick Vollrath (1996).¹¹ When senior Army leaders chose LTG Maude to be the Army's DCSPER, they chose the right man for the right job and at the right time. The Army was transforming, and the AG Corps had a leader with the vision, the competencies, and the role to move the personnel community into the 21st Century.

TRANSFORMING THE ARMY'S PERSONNEL COMMUNITY

The Army's leadership field manual, FM 22-100, defines leadership as "influencing people – by providing purpose, direction, and motivation – while operating to accomplish the mission and improving the organization."¹² One of the purposes of a leaders' vision is to create change. Positive, visionary change helps move an organization toward a more effective future state. In order to meet the Chief's vision, the personnel community had to transform its structure. What follows is LTG Maude's vision for Personnel Transformation: "Transform the Army Personnel Community through a hasty and deliberate approach so it would be strategically responsive in its support of human resource requirements at every point on the spectrum of operations because the systems are simple, accurate and accessible."¹³

LTG Maude saw the Personnel Community's primary role as maintaining the personnel readiness of the Army while supporting the Chief's transformation strategy. He wanted to transform the Personnel Community into a strategically responsive organization that provides lifecycle personnel support across the entire spectrum of operations. To accomplish this, our

business practices would be closely examined and reengineered. At the same time, our doctrine and structure would be reassessed to ensure both support our Army's transformation. The key to this initiative was developing a multi-component core database with functional applications more suited to a knowledge-based organization. Critical to our success would be making the complexities associated with managing a large and robust personnel system transparent to the commander and the Soldier. In the final analysis, personnel support would be simple, accurate, and accessible.¹⁴

General Maude advocated three fundamental "Conditions of Success" to achieve readiness. First, the enlisted force must be fully resourced in terms of grade, specialty, and man-years. It is clear that the Army's most telling measure of readiness resides in the enlisted force. Our number one METL task continues to be filling every authorization with the correct grade and specialty. Additionally, the disparity between man-years and end strength must be solved. It involves changing legislation, adjusting the budget, and smoothing the recruiting and training cycles.¹⁵

Second, the Officer Corps must be healthy, capable, and focused. A strong economy and changing expectations among those entering the work force have influenced our young officers and their view of long-term service in the military. Retention requires continued focus as we move through the uncertainties associated with these issues.¹⁶

Finally, our personnel system can only be successful if we build a modern, integrated and responsive information management system. We must be able to move toward an integrated database, common to all components, built on a knowledge-based platform. Information must be readily accessible, driven downward, and shared where it is needed. Each application must be built against a standard that measures how it supports the user, rather than how it supports the Department. LTG Maude said this was an ambitious initiative, but he solicited the support of all components to field an integrated database. At the same time, business practices were reevaluated and redesigned where necessary and integrated into a web-based system, again with easy access. Responsibility for data would be assigned to the owners of the information. Access would be open to those who need it. Ultimately, successful transformation for our Army will be closely linked to successes in reengineering the personnel support to commanders and to our Soldiers.¹⁷

Maude declared, "We are responsible for the human dimension of Soldiering. We have an obligation to our Soldiers to provide the opportunity for development, not only in terms of leadership opportunities, fulfilling work experience, and increased responsibility, but in terms of education as well."¹⁸ Recent programs such as Partnership for Youth Success and Army

University Access On-line are examples of programs that strengthen the individual, the Army, and society.

The Army is technology-oriented; it values education; it seeks those with the initiative to constantly improve. New access to personal growth will allow America's Soldiers to earn their post-secondary degrees or technical certificates on-line. General Maude's Well-Being Program is the first piece of a holistic approach for providing an environment of support for Soldiers, civilians, retirees, and their families. The program should instill a desire for them to stay in the Army. It involves housing, health care, child care, leadership, and much more. These kinds of programs currently compete for resources against each other independently. General Maude's vision was to incorporate them into an integrated strategic program that would compete together.¹⁹

General Maude's vision further indicated that "whatever direction the personnel transformation takes, it must support the larger transformation of the Army. We will fail if the systems, processes, and structure we develop do not contribute to an Army that is responsive, deployable, agile, versatile, lethal, survivable, and sustainable in the execution of its many diverse missions."²⁰

His vision for personnel transformation continued to focus on its simplicity, accuracy and accessibility to support the transformed Army; he pledged that we will deliver an affordable strategy to modernize personnel support in a way that will produce a single system to support the Active, Guard, and Reserve Components; that we will be able to fully execute the manpower program and defend it; that we can sustain fully manned formations; that we will build on the success of recruiting and retention; and that we will deliver a strategic plan for the well-being of the force.²¹ General Maude's vision for the Personnel Community did not die on 9/11/01.

21ST CENTURY HUMAN RESOURCE MANAGEMENT

If we as senior leaders do not take action now to turn things around, we may not be able to meet our future requirements

- LTG MAUDE

"It is often said that the only constant in life is change. This could be the Army's philosophy for approaching human resources management in the future. You could no longer rely on business as usual or a 'that's the way we have always done it around here' mentality".²² The Army must be on point for the nation in order to respond to traditional as well as emerging challenges. Bold, new policies had to be implemented in order to meet personnel staffing needs of the future.

This shift in thinking has already begun. It is predicated on the Army, Chief of Staff's Vision for the Army. To meet our future manning needs, the Army must recruit efficiently; reduce first-term attrition in the training base and in units; retain quality soldiers; and prioritize manning requirements. Without strong support by Army leaders at all levels, it would be impossible to fully staff the Army with quality people.²³

New initiatives like the Partnership for Youth Success (PaYS), General Education Development Plus (GED), and College First programs offer enhancements to existing systems and recent initiatives that support the force under the Chief of Staff's transformation campaign plan. In addition, LTG Maude understood there was a critical need to man the force structure in the Army's Divisions at 100%. This goal is the core competency within the Adjutant General Corps. LTG Maude took it seriously. He launched a plan to redistribute Soldiers in order to meet the CSA's vision of a lighter, more deployable force and fully manned.²⁴

As the long term plan unfolded, manning across the entire force had an initial focus on units that were critical to the Army's readiness for warfighting: the Divisions and Armored Cavalry Regiments. A message was sent out to the field commanders Army-wide outlining how the Army would reach 100% manning strength in the Divisions and Cavalry Regiments, by enlisted grade and skill, at the end of the second quarter Fiscal Year 01 and throughout the force by Fiscal Year 03.

During this transformation, the AG community carefully assessed the impact of manning to 100% by grade and skill. All units would continue to be targeted to receive 100% of their key positions. Manning floors for all units were established. Army wide shortages of identified grade-and-skill combinations were fair-shared across all organizations. As a result of the current personnel posture, all units now played a major role in Army readiness.

The plan had three parts: recruiting, synchronizing force structure to Congressionally mandated end strength, and redistribution of Soldiers. LTG Maude understood the mission, he understood the personnel structure, and he understood how to work through Congressional hearings to meet the objectives set forth by the CSA.

As a result of LTG Maude's leadership, the Army kept the 10 Active Component Warfighting Divisions and two Armored Cavalry Regiments manned at 100% assigned personnel. At the end of FY 2001, 67% of the Army was at 100% strength. At the same time we maintained the average strength of other units. In doing this, we accepted risk in the institutional base. This effort exposed the serious gap that has existed in the aggregate between manning requirements and authorizations. In the future, it is possible that we will need to increase personnel authorizations to meet all unit manning requirements, dependent upon

ongoing reviews of overall Army missions. By manning the force, we reduce operational and personnel tempo and improve both readiness and well-being.²⁵

The task of manning the Divisions to 100% proved critical to the readiness of our forces, for we would soon be tasked to fight terrorism around the world. LTG Maude's technical abilities in understanding force structure and personnel manning enabled us to execute the plan successfully. Also, LTG Maude was able to communicate the importance of this plan to Army leaders, Soldiers, and members of Congress. Because of his aggressive implementation of the Army's Vision, the force was ready, trained, and prepared to execute its mission for Operation Iraqi Freedom. The Army's current challenge, with increased OPTEMPO and post-conflict issues in Iraq, is to sustain the force required to accomplish these missions. Will we be up to the challenges that are ahead? Our major challenges reside in our ability to implement and support key initiatives in order to recruit and retain quality people.

RECRUITING AND RETAINING QUALITY PEOPLE

"The Army Vision begins and ends with quality people."²⁶ Our number one task is to recruit and retain quality people while maximizing personnel readiness in our units. "When LTG Maude took over as the DCSPER, the future of the all-volunteer Army – Active, Reserve and National Guard – was seriously in question. Army recruiters were struggling to attract sufficient numbers of quality men and women, and current recruiting initiatives were increasingly ineffective."²⁷ Former Secretary of the Army Louis Caldera recalled "When the job for the DCSPER came open I felt very strongly that Tim was the right guy...to manage the human resources of an organization that has to hire 80,000 new employees a year."²⁸

LTG Maude and the Leo Burnett advertising firm conducted an extensive research in order to find out what would encourage men and women between the prime ages of 17-24 to enter military service. "Today's recruits wanted to be a part of a team, to be part of something larger than them. What they don't want is to be faceless robots, lost in a mass." At the same time, they value the unity and power of teamwork that the Army inherently represents. On 10 January 2001, the new Army of One Campaign was unveiled.²⁹

THE ARMY OF ONE

The Army of One Campaign was not launched without controversy. But LTG Maude responded that "the decision to go with the new recruiting slogan and ad campaign had been well founded in research and market sampling of the target audience of 17-24 year-olds."³⁰ He was convinced that the new logo and slogan took on effective meaning in the context of the entire campaign. The "'Army of One' concisely states that the Army uniquely offers:

empowerment that comes from being challenged mentally, physically, and emotionally, from day one, into doing things that you didn't think you could do,"³¹ said Pat Lafferty, account director for Leo Burnett. The strategy behind the print, tv and radio ads is to intrigue young people into checking out the web site. Shortly after the campaign was unveiled, early research showed the 'Army of One' ads resonate with today's youth. After seeing the ads and hearing some of the Soldiers' stories, they often comment "Hey, I never knew the Army was like this."³²

LTG Maude admitted there was some resistance within the Army ranks to change the recruiting slogan from "Be All You Can Be" to "An Army of One." He believed that part of the problem was that 'Be All You Can Be' grew into more than just a recruiting message; it was adopted over time as an Army slogan. Soldiers claimed ownership of it. Maude said, "I am confident Soldiers will be excited about the campaign as they see it unfold in its totality. You can gage its effectiveness and understand it is market-based. Surveys show that American youth get it and they get it quick."³³

For those Soldiers who refused to get it, Maude repeated the line General Maxwell Thurman (an earlier mentor and leader of LTG Maude) used when some Soldiers complained about the "Be All You Can Be" slogan shortly after it debuted in 1981 – "I'm not trying to recruit you."³⁴

It was on 4 September 2001, just days before the horrific attack on the Pentagon, when LTG Maude announced that the Army would reach its recruiting objectives.³⁵ It was a task that had not been accomplished in nearly a decade. LTG Maude's leadership, creativity, and 'out of the box' thinking gave the Army the human resources it needed to engage in the global war on terrorism. Now that we had the recruits, there was a need to develop programs and incentives to retain Soldiers and to support their families. One of the major programs the Army invested in was led by DCSPER – the Army's Well-Being Program.

THE WELL-BEING PROGRAM

"The Army's readiness depends considerably on the well-being of its people. Our success depends on the whole team – our Soldiers, civilians, veterans, and their family members – all of whom serve the Nation."³⁶ The well-being of our people directly affects the institutional strength of the Army and is inextricably linked to combat readiness. Through Transformation, the Army took a closer look at the human dimension of soldiering and initiated its "well-being" program.

"Well-being is the human dimension of Army Transformation. It is the personal, physical, material, mental and spiritual – state of Soldiers (Active, Reserve and Guard), civilians, retirees, veterans and their families that contributes to their preparedness to perform and support the

Army's mission.³⁷ LTG Maude added that 'well-being' signifies much more than quality of life. While it encompasses all that we understand to be quality of life, it significantly expands on the concept by taking a holistic approach, strategically integrating all related programs into a more encompassing and unifying concept based on a specific set of well-being functions. It philosophically links individual aspirations with the needs of the Army. It establishes standards and metrics by which to measure the impact of well-being programs on desired outcomes (performance, readiness, retention and recruiting). Additionally, it recognizes the impact of a much broader range of programs, including the influence of intangibles that affect job satisfaction, such as turbulence and leadership.³⁸

The Army's strategic well-being goals include: providing a competitive standard of living for all Soldiers, civilians and family members; providing a unique culture, sense of community and a record of accomplishment that engender intense pride and a sense of belonging; providing an environment that allows Soldiers, civilians and family members to enrich their personal lives by achieving their individual aspirations; and establishing a climate in which intangibles enable well-being outcomes. The program is distributed across five general categories: housing and work environment, health care, pay and compensation, education and community services that include programs in morale, welfare and recreation.³⁹

LTG Maude's leadership skills and competencies – conceptual, technical, interpersonal, and “out of the box” thinking – have significantly contributed to the Army's structure and to meeting the needs of the force.

MAUDE'S COMPETENCIES

For Army leaders, competence means much more than being well-trained. Competence includes character (knowing the right thing to do) and leadership (doing or influencing your people to do the right thing).

Leaders are responsible for being personally competent, but even that isn't enough: Leaders are also responsible for the competency of their subordinates.⁴⁰ FM 22-100 identifies specific skills an Army leader must possess: interpersonal, conceptual, technical, and tactical. LTG Maude displayed these critical leadership skills throughout his career.

INTERPERSONAL SKILLS

Interpersonal skills affect how you deal with people. They include coaching, teaching counseling, motivating, and empowering. An example of LTG Maude's interpersonal skills is recalled here by MG (Ret) Dee McWilliams: “Those who didn't work for him were often skeptical, cynical, and suspicious. He was formal, intense, concise, and smarter than anyone in

the room...but, if you worked for him, it was different. - you were on his team. General Maude was a tough, demanding, exacting boss who made you understand that the tasks with which we grappled were critical to the strength of our nation and our Army. You knew it was serious stuff. He truly was a mentor – he genuinely wanted your input. He gave you a feeling of personal value to the organization and you were always learning.”⁴¹

In his speeches, LTG Maude was humorous, and his speeches were short. He would say: “Let’s do the right thing. Let’s say the right things. Let’s think about what we are going to say and move on to something else.” This succinctness was the magic in his ability to speak, according to his subordinates. “If LTG Maude knew he had to stand up and speak, he would put hours into his remarks. There was never an impromptu remark that came out of his mouth on the podium; when he spoke, he had planned it. He had never gotten up if he wasn’t fully prepared and fully edited.”⁴²

CONCEPTUAL SKILLS

Conceptual skills enhance abstract thinking. They include sound judgment as well as the ability to think creatively and reason analytically, critically, and ethically. “LTG Maude’s capacity for information” contributed greatly to his success. “Once he had the information he could shape arguments, and use it to his advantage,” said COL (Ret) Ruth Collins.⁴³

“He had to keep himself at the strategic level, and if you presented him an issue, he knew the analytics that went behind it” recalls BG (P) Sean Byrne, a former XO of LTG Maude. General Thurman showed him how to justify recommendations by supporting them with relevant background information and keen analysis. Some recommendations you just buy because it feels good, but General Thurman forced him to get into the analytical mode.

LTG Maude learned how the organization ran: “You’ve got to know the analysis; you’ve got to know why you’re going to make this decision and justify it. And if it isn’t a cost effective decision, you’ve got to decide what you are going to do with it,” said BG (P) Byrne.⁴⁴

TECHNICAL SKILLS

Technical skills are job-related abilities. They include basic Soldier skills and knowledge within your specialty. Army leaders must possess the expertise necessary to accomplish all tasks and functions. LTG Maude “was a student of our profession and a master in the personnel field,” said BG (P) Byrne.⁴⁵ He knew how the whole discipline operated, right from how the systems fit together to the policies and to the programs. His technical competence and understanding of every functional system, from the strategic level to the tactical system, clearly made him at every level the most sought after and, in fact, the most qualified officer.

He had been the Director of EMPD, the DMPM, the ADCSPER, and the J1 in EUCOM. He'd been a G1 of a Division, an instructor at the AG school. "It was like E.F. Hutton when he talked about human resource support." There was no one that knew the personnel functions more, and in more depth, than LTG Maude.⁴⁶

TACTICAL SKILLS

Tactical skills enable Soldiers to solve tactical problems-that is, problems concerning employment of units in combat. To accomplish a mission, tactical skills are enhanced by interpersonal, conceptual and technical skills. LTG Maude's skills in this area are evident in his efforts to man the force structure and to beef up the Army Divisions. LTG Maude clearly saw the need to restructure forces in order to meet the Army's obligation to the American people to be ready to fight and win the Nation's wars. His plan was initially a contingency proposal, but was soon acted upon as the War on Terrorism unfolded. During the presentations of this concept, to various personnel and offices, LTG Maude exhibited all of his leadership competencies; interpersonal, conceptual, technical and tactical, to achieve positive results in building the readiness of the force. The competencies exhibited by LTG Maude truly revealed a superior leader with strategic vision that ultimately determined the strategic course of the personnel community.

REMEMBRANCE OF A FALLEN WARRIOR

11 September 2001 will remain one of our nation's darkest hours. It is a day that we would like to forget, but one that we as a nation must never forget. We get caught up in our daily lives – school, work, sports and family. In the foreign lands, we get caught up in the mission, getting the job done and staying safe. But we do not forget.

In his last assignment as the Army's Deputy Chief of Staff for Personnel, MG (Ret) Brooks observed that "LTG Maude was the best thing that ever happened to the Army and the Adjutant General Corps."⁴⁷ He has taught us well and left a legacy never to be forgotten.

In remembrance of this Fallen Warrior, what follows is excerpted and paraphrased from the book "Uncommon Strength" depicting the stories of individuals who experienced this deadly attack on the Pentagon and into the offices of the DCSPER.

THE ATTACK

"Flying at 460 knots, American Airlines Flight 77, Registration Number N644AA, approached Washington from the southwest roughly flying the path of Interstate Highway 66. At 0931 it passed about 7 miles south of Dulles International Airport, from which it had departed

about an hour earlier. The 757 continued over Fairfax, VA, crossing the Capital Beltway just south of the Yorktown Shopping Center at 0933 and heading east. Nearly 30 seconds later and over a local high school, the plane banked to the right and crossed over Interstate 395. About 0934 it passed over the Hoffman Buildings in Alexandria, VA, and crossed Interstate 95. Making a 360 degree turn, at the junction of Interstates 95, 395 and 495, some 10 miles south of the Pentagon, the plane leveled off and headed up Interstate 395, toward Washington. At 0937:35, the plane had disappeared from radar.” In the end, the Army’s ODCSPER lost 29 Americans, one of them their senior leader, LTG Timothy J. Maude.⁴⁸

LTG Frederick Vollrath, a former DCSPER described Maude as a sharp officer who always took care of Soldiers. He further stated “He was the best thing that ever happened to the Army and the Adjutant General Corps. He was a leader all of his life, and a visionary with practicality. That is a rare combination. He was someone who was focused on the Soldier and family, and always believed it was the right thing to do.”⁴⁹ Since his death, there have been a number of memorials and scholarships in honor of his dedicated service and now of his legacy to the Army, the AG Corps, and his Soldiers.

MAUDE FOUNDATION

The Maude Foundation has recently been recognized, and the Executive Council has been formed. Future programs and further development continue to honor LTG Maude’s efforts to take care of Soldiers. Senior Executives for the foundation are LTG Maude’s wife Teri and daughter Karen. The Foundation is located in Washington, DC. The Green-to-Gold Program, the Indiana Chapter of AUSA, and the Officer and Warrant Officer of the Year (AG) are a few of the programs currently continuing LTG Maude’s remembrance, and constant support of the Soldier.⁵⁰

Green-to-Gold Program

The Maude Foundation Scholarship encourages and rewards outstanding and deserving students in the ROTC program that have separated from the service under the Green-to-Gold Program. The \$1500 scholarship is presented to cadets for the year that they matriculate as seniors. The scholarship is presented by the Maude family and paid directly to the recipient at the AUSA annual meeting held in October in Washington, DC.⁵¹

Indiana Chapter of AUSA

This Chapter awards any individual, group or organization for outstanding support to Soldiers and their families. The award is presented on Armed Forces Day at the Indianapolis

500. Local and National representatives from the Senate Armed Services committee present the award.⁵²

Officer and Warrant Officer of the Year

The Executive Council of the Adjutant General's Corps Regimental Association awards the LTG Timothy J. Maude Medal for Distinguished Achievement annually to the Adjutant General Corps Officer and Warrant Officer who best emulates the characteristics of LTG Maude as a Soldier, leader, and person. The awardees are judged on their demonstrated individual values, leadership, role in the Army, tactical and technical proficiency, visionary perceptiveness and their efforts to support Soldiers, commanders and families.⁵³

DEDICATED MEMORIALS

Maude Hall/USAREUR

U.S. Army Europe dedicated a building on Campbell Barracks 30 April 2002 as the Lieutenant General Timothy J. Maude Center for Human Resources. From 1995-1998, Maude walked through the doors of Campbell Barracks Building 16 almost daily as the USAREUR Deputy Chief of Staff, Personnel and Installation Management.

USAREUR Commander General Montgomery C. Meigs unveiled the monument that now stands near the entrance to the building. Hundreds of Soldiers and civilians stood by observing the memorial dedication. "The importance of the Maude building is not the name. It's the tradition in which the work inside will be done," Meigs said. "Tim was a master of his trade. And I never went to Tim Maude with a problem that he didn't give me a solution...ever," he added.⁵⁴

Maude Center/Camp Casey

The 2nd Infantry Division dedicated the Lieutenant General Timothy J. Maude Soldier Support Center on 11 March 2002. LTG Maude had previously been assigned as the AG/G1 of the 2nd Infantry Division.

The buildings were rebuilt with money apportioned after a flood a few years prior, which had destroyed many structures, some of them personnel and finance buildings. On an earlier visit to the area, LTG Maude indicated that the buildings had brought back memories. Although he regretted the destruction, he was impressed by signs of transformation. The dedicated building had been well earned. LTG Maude set the standard for how to provide personnel service support and how to provide warrior focus to the human resource community while serving at Camp Casey.⁵⁵

EPITAPH FOR A HERO

LTG Timothy J. Maude, 53, a native of Indianapolis, and the Deputy Chief of Staff for Personnel, gave 35 years to his country. On Saturday, 6th October 2001, the day before the beginning of the military phase of the war against terrorism, an officer with as high a rank as any who have died for their country was buried in Arlington National Cemetery near some of the nation's most revered military leaders.

In a serene setting, surrounded by green and golden leaves, people gathered to remember the man they knew or to meet the man they wished they had known.

The 38th Division Band played softly in the background, muting their horns for Back Home Again in Indiana and Amazing Grace.⁵⁶

Who was this man, who faithfully served his military for 35 years, whose life was celebrated at a memorial service on the parade grounds of Fort Benjamin Harrison?

A soldier's soldier

He was a 'soldier's soldier' who will be remembered most for taking care of Soldiers. His innovations in the personnel field, his creativity and cheerfulness, the performances of his duties, and the life he led – all these are part of his legacy.

He was an outstanding military leader and true friend. He had a wide and toothy smile. Despite the many commendations pinned on his brass buttoned green jacket – all indicative of his drive for excellence – his eyes reflected a zest for life that was undimmed by hard work and the responsibilities he carried.⁵⁷

A great leader

His philosophy of leadership was very aggressive. He was in charge. He could articulate his intent in very few words. He was demanding, but there was absolutely no question in anybody's mind that he deeply cared for his organization. He cared for his Soldiers, and that was his focus.

A man of faith

He was a man of faith, a devout Catholic who participated in monthly Bible studies and led marriage encounter weekends at his local church with his wife Teri. He was very involved in his faith. He related on a first name basis with a number of cardinals. A family priest who served in LTG Maude's home town church in Indianapolis, recited verses from the book of John to LTG Maude's death:

"If a grain of wheat falls to the ground, it remains just a grain of wheat. But if it dies, it produces much fruit." John 12:24-25. He did not die in vain. The senseless death of LTG Maude and all the victims of Sept. 11 have produced much fruit in the United States and freedom fighting countries throughout the world.

"For example, many eyes have been opened to the value and dignity of human life. Our children are respecting our great symbol of freedom and reciting the Pledge of Allegiance in schools. Freedom is no longer taken for granted. We've gained greater respect for fire and law enforcement officials."

"People are united: Black, white, red, yellow," echoing the new Army recruitment campaign motto, "An Army of One," launched by LTG Maude. He had made a difference.⁵⁸

A family man

He was a devoted spouse and father who loved his wife and two daughters. They were a very loving and caring family. When he went home at night, he and Teri would sit on the porch and relax, discussing their days' activities. He involved her in the process. He would embrace the Christmas season like a kid, making cookies to decorate the tree and hanging the season's lights on the outside of the house – preferring "classy decorations as opposed to using plastic decorations" as one friend had noted.⁵⁹

When Maude was honored with a promotion or new position, the event would be a family affair. In his acceptance speech for the Deputy Chief of Staff for Personnel, LTG Maude made the following comments: "I am blessed to have had the love, encouragement and unquestioning sacrifices of my children Kathi and Karen. My daughters' decision, at those tough family meetings that we have all had, to support their Dad, regardless of the pain to them and the disruption in their lives, speaks volumes about their selflessness and I thank them for their service."⁶⁰

Also, LTG Maude declared "I am blessed to have Teri. I stand before you because she stands with me, and has my entire adult life. Teri brought focus and direction to my life when I was wandering; she gives me strength and encouragement when I am tired and discouraged; she taught me to be a confident person; and she taught me how to love." Each of these quotes fully captures the love he shared for his family.⁶¹

A friend

A friend of 30 years, retired Colonel Joe Simek, made the following remarks:

“Unconditional friendship, like its comrade, unconditional love, he knows not the bounds of time and distance, but it does remember occasions.”⁶² Simek proceeded to detail the times that he was “hugged up” and uplifted in times of loneliness and difficulty throughout his military career by Tim –especially when he was stationed far from home in Germany, when he suffered a terrible knee injury, and when he moved to Arizona. The final words spoken between two friends at an airport in Georgia, and never to be forgotten: “Be safe,” Tim said in parting, and “see you on the high ground.”⁶³

A man of many talents

Tim loved to sing. He formed a group with three of his military comrades; they called themselves the “Singing Soldiers.” After singing Christmas carols for Soldiers in the barracks, they made a tape of patriotic music, including Tim’s oration of patriotic and inspirational speeches, which was played at his final service.

For many people, including family, it was the first time they had heard the recording. Tim’s deep singing voice brought tears to mourners’ eyes as they heard him sustain the bottom notes of “God Bless the USA.” Family members closed their eyes and listened as his voice filled the air. The tape was so faithful that it picked up his pauses for breath and provided audio affirmation of his everlasting love and devotion to family and friends, and his love for the country he so proudly served.⁶⁴

An avid golfer

He was an avid golfer, described by his associates as a “quiet, unassuming man with a wry sense of humor.” His love for golf was as avid as his love for his work. He played the game well, never giving up and staying focused through the final stroke. LTG Maude was a fanatic with the game of golf, and he had the privilege to play one hole of golf with a well known professional golfer – Phil Mickelson. It was one of the best holes of golf Tim had played, said his wife. Their picture is proudly displayed on the family’s mantle.

He was always focused, with an unrelenting will to win. COL Molosso, former Commandant of the AG school-house, Fort Jackson, South Carolina recalls, “He never quit, and he led even when he didn’t realize he was leading. You just watch him, and there was no question in anyone’s mind why he was successful, and why he could do what he did, and why he was clearly respected at the levels that he was respected.”⁶⁵

He cared for Soldiers

LTG Maude's love for Soldiers never ceased. As officers PCSd to new positions, LTG Maude would present an old metal canteen cup to the honorees. Many times he admonished his staff. "Soldiers living in the mud can seem quite remote in Pentagon corridors, and the cup, a small reminder of Army life in the field, was meant to send a message: When all the smoke clears, don't forget, this canteen cup is what we're all about." Colonel Philip McNair, Maude's last Executive Officer, recalled. That was almost his mantra: Is this going to help soldiers and families? His wife, Teri Maude affirmed, "That's the question he asked constantly."⁶⁶

THE VISION – FIVE YEARS LATER

PEOPLE

The Army's Vision of People, Readiness and Transformation continues to remain the focal point within today's Army. General Shinseki, then CSA, indicated this – "Vision is not just an investment in future readiness, but an investment in American security in the broadest sense." He further emphasized the Army is people, and the Soldier remains the centerpiece of our formation. "It is the Soldier who enables America to meet its leadership responsibilities worldwide. Soldiers are our investment in America. Soldiers in our formations, from all components, are deploying overseas and showing America how real that investment is."⁶⁷

LTG Maude's initiatives in the Army's Well-Being program, Army University Access Online, PaYS, GED Plus, and increasing home base stabilization are just a few examples that the Army continues to invest in and commit to its people. Without these programs, retaining our forces to stay Army would become a greater challenge.

READINESS

In readiness, the Army has a non-negotiable contract with the American people to fight and win our Nation's wars. With warfighting as our number one job, manning the force structure continues to be top priority.

The Army of One Campaign initiated by LTG Maude, who detected a renewed interest in what the youth of today had to offer, was proven to be successful. The build-up of the Delayed Entry Program and realignment of individuals to be relevant and ready within the Divisions were key Maude insights that ultimately proved beneficial at the onset of the IRAQ war.

As the OPTEMPO continues to rise and US economy builds, the Army continues to focus on key issues that LTG Maude previously implemented – such as the continuation of automation, increased number of new hometown recruiters, and use of corporal recruiters.

Implementing improved selection criteria and training of new recruiters, building partnerships with local industries, increasing enlistment bonuses, educating the public, and influencing the influencers – all of these initiatives remain important in sustaining and maintaining our future force. And all of them were inspired or sustained by LTG Timothy J. Maude.

TRANSFORMATION

As the Army continues to transform its structure and personnel resources, LTG Maude's vision to transform the Personnel Community into a strategically responsive organization remains a work in progress. Our business practices are being closely examined and reengineered. And at the same time, our doctrine and structure continues to be reassessed to ensure that both support the Army's Transformation. Our footprint is downsizing, but our technical base is expanding – requiring expert personnel knowledge in the field.

The fielding of our personnel systems, (DIMHRS, eMILPO, personnel accountability...), both in-theater and at home continue to challenge the Corps in a variety of ways. Yet we continue to move forward. Information is becoming more readily accessible, downward-driven, and shared as needed.

New technology (AKO, AUAO, and the MPRJ on line...) allows Soldiers to play a larger role in maintaining personnel files in furthering their education, updating their files, and retrieving the latest information from command sources.

CONCLUSION

LTG Maude was first and foremost a Soldier. He earned respect of his superiors, subordinates and civilian employees. LTG Maude set the stage for personnel transformation. His loss has been great, but many individuals were mentored by him, and continue to contribute among our ranks. Those left behind must now find the strength and encouragement to continue this journey while maintaining the personnel readiness of our Army.

As the Deputy Chief of Staff for Personnel, LTG Maude looked into the future and conceptualized a vision of what our Corps must be able to do to serve the Nation's interest in the future. He translated that vision into an ambitious, but feasible, plan of action. He resourced and implemented these plans while overcoming opposition to change throughout the Army.

LTG Maude's influence will continue to strengthen the Army's readiness and our nation's defense of freedom and liberty. His skills and sheer force of will have propelled us forward into the 21st Century. He has strengthened our nation, especially the Army.

He leaves behind a legacy of dedication, excellence, devotion to duty, and love for his country. His unceasing love of Soldiers, his devotion to the Army and this country was forever deep and genuine. His loss is great. But history will depict him as the greatest DCSPER the Army and the Adjutant General Corps ever had.

The inscription on LTG Maude's headstone in Arlington National Cemetery honors him for who he was and for how he lived his life: "He took care of Soldiers."⁶⁸ He made a difference. It is now up to us to continue his legacy of taking care of our Soldiers, their families, our civilians, retirees and veterans. This is what LTG Timothy J. Maude would want us to do. Defend and Serve!

WORD COUNT=8023

APPENDIX A



United States Army

Lieutenant General TIMOTHY J. MAUDE

Deceased 11 September 2001



SOURCE OF COMMISSIONED SERVICE OCS

MILITARY SCHOOLS ATTENDED

Adjutant General Officer Basic and Advanced Courses
United States Army Command and General Staff College
United States Army War College

EDUCATIONAL DEGREES

Golden Gate University - BA Degree - Management
Ball State University - MA Degree - Public Administration

FOREIGN LANGUAGE(S) None recorded

PROMOTIONS

DATES OF APPOINTMENT

2LT	17 Feb 67
1LT	17 Feb 68
CPT	17 Feb 69
MAJ	6 Aug 77
LTC	1 Aug 83
COL	1 Nov 89
BG	1 Jul 93
MG	1 Nov 97
LTG	2 Aug 00

MAJOR DUTY ASSIGNMENTS

FROM

TO

ASSIGNMENT

May 67	May 68	Postal Officer, later Chief, Administrative Services Division, later Chief, Personnel Actions Branch, Office of the Adjutant General, 199th Infantry Brigade, United States Army, Republic of Vietnam
May 68	Apr 69	Chief, Student Operations, Military Personnel Division, Fort Benjamin Harrison, Indiana
Apr 69	Apr 70	Commander, Headquarters Company, United States Army Adjutant General School, Fort Benjamin Harrison, Indiana
Apr 70	Oct 70	Student, Adjutant General Officer Advanced Course, United States Army Adjutant General School, Fort Benjamin Harrison, Indiana

Oct 70	Aug 72	Adjutant, United States Army Advisory Group, National Guard, Sacramento, California
Sep 72	Sep 73	Student, Golden Gate University, Sacramento, California
Sep 73	Apr 75	Chief, Inspections, Operations and Policy Branch, later Chief, Personnel and Administration Division, and later Chief, Operations Division, United States Army Postal Group, Europe, United States Army Europe, Germany
Apr 75	Jan 77	Commander, United States Army Personnel Service Company, Heidelberg, United States Army Europe, Germany
Jan 77	May 78	Assistant Executive Officer, Office of the Deputy Chief of Staff for Personnel, United States Army Europe, Germany
May 78	Jun 79	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Jun 79	May 81	Chief, Professional Development Division, Administrative Services Division, later Executive Officer, and later, Director, Advanced Individual Training Department, United States Army Soldier Support Center, Fort Benjamin Harrison, Indiana
May 81	May 84	Personnel Staff Officer, later Executive Assistant, Office of the Deputy Chief of Staff for Personnel, Washington, DC
May 84	May 85	Chief of Staff, 8th Personnel Command, United States Army, Korea
May 85	Jun 87	Adjutant General, later Assistant Chief of Staff, G-1 (Personnel), 2d Infantry Division, United States Army, Korea
Jul 87	Jul 89	Commander, 1st Battalion, Troop Brigade, United States Army Soldier Support Center, Fort Benjamin Harrison, Indiana
Jul 89	Jun 90	Student, United States Army War College, Carlisle, Pennsylvania
Jul 90	Aug 92	Commander, United States Army Enlisted Records Evaluation Center, Fort Benjamin Harrison, Indiana
Oct 92	Sep 94	Director of Manpower, Personnel and Security, J-1, United States European Command, Germany
Sep 94	Oct 95	Director, Enlisted Personnel Management Directorate, United States Total Army Personnel Command, Alexandria, Virginia
Oct 95	Aug 98	Deputy Chief of Staff for Personnel, United States Army Europe and Seventh Army, Germany
Aug 98	Aug 99	Director of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, United States Army, Washington, DC
Sep 99	Aug 00	Assistant Deputy Chief of Staff for Personnel, United States Army, Washington, DC

SUMMARY OF JOINT ASSIGNMENT

<u>Assignment</u>	<u>Dates</u>	<u>Grade</u>
Director of Manpower, Personnel and Security, J-1, United States European Command, Germany	Oct 92-Sep 94	Brigadier General

US DECORATIONS AND BADGES

Distinguished Service Medal (with Oak Leaf Cluster)
 Defense Superior Service Medal
 Legion of Merit (with 3 Oak Leaf Clusters)
 Bronze Star Medal
 Purple Heart
 Meritorious Service Medal (with 4 Oak Leaf Clusters)
 Army Commendation Medal (with 2 Oak Leaf Clusters)
 Army Achievement Medal
 Army Staff Identification Badge

ENDNOTES

¹ Army Soldier Support Institute, Fort Jackson, SC, LTG Maude's memorial display case.

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³ "Remembering the Lost," Arlington National Cemetery Website, 22 September 2001; available from <<http://www.arlingtoncemetery.net/tjmaude.htm>>; Internet; accessed 3 February 2005.

⁴ Christopher Mathey, "Congressman McHugh Salutes Fallen Army General," available from <<http://www.gop.gov/item-news.asp?docId=43499>>; Internet; accessed 15 November 2004.

⁵ Army War College, Department of Command, Leadership, and Management, *Strategic Leadership Primer* (Carlisle Barracks, PA.: U.S. Army War College, 1998), 20.

⁶ LTG Timothy J. Maude, *Army Personnel Posture FY02 Hearing*, Posture Statement before the Personnel Subcommittee, Committee on Armed Services United States Senate, 18 July 2001, presented to the 107th Congress, 1st Session (Washington, DC: U.S. Department of the Army, 2001), 2.

⁷ GEN Eric K. Shinseki, *FY01 Budget and Posture of the United States Army*, Posture Statement before the Committee on Armed Services United States Senate, 1 March 2000, presented to the 106th Congress, 2nd Session (Washington, DC.: U.S. Department of the Army, 2000), 4.

⁸ Ibid., 5.

⁹ GEN Eric K. Shinseki, *On the Army Transformation*, Posture Statement before the AirLand Subcommittee, Committee on Armed Services, U.S. Senate, 8 March 2000, presented to the 106th Congress, 2nd Session (Washington, DC.: U.S. Department of the Army, 2000), 3.

¹⁰ Maude, 2.

¹¹ Dr. Stephen Bower, Command Historian, U.S. Army Soldier Support Institute, interview by author, 28 January 2005, Fort Jackson, SC.

¹² Department of the Army, *Army Leadership, BE, KNOW, DO*, Field Manual 22-100 (Washington, DC: U.S. Department of the Army, August 1999), 1-4.

¹³ LTG Timothy J. Maude, "Personnel Transformation/Redesign," briefing slides to CSA, Washington, DC, 4 February 2001.

¹⁴ LTG Timothy J. Maude, "DCSPER Vision Statement," *1775: Journal of the Adjutant General Corps* 10 (Spring 2001): 5.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid., 6.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Ibid.

²² LTG Timothy J. Maude, Deputy Chief of Staff for Personnel, "Army Human Resources Management in the 21st Century," *Army Magazine*, October 2000, 141.

²³ Ibid.

²⁴ Ibid., 142.

²⁵ Maude, *Army Personnel Posture FY02 Hearing*, 11-12.

²⁶ LTG Timothy J. Maude, Deputy Chief of Staff for Personnel, "Recruiting and Retaining Quality People and Improving Their Well-Being," *Army Magazine*, October 2001, 139.

²⁷ Mathey.

²⁸ "Remembering the Lost," Arlington National Cemetery Website, available from <<http://www.arlingtoncemetery.net/tjmaude.htm>>; Internet; accessed 2 December 2004.

²⁹ Lisa Burgess, Washington Bureau, "Army of One Campaign Ruffles Older Feathers, but Hits Target Audience," 15 March 2001; available from <<http://www2.pstrips.osd.mil/01/mar01/ed031501d.html>>; Internet; accessed 10 January 2005.

³⁰ Joe Burlas, Army News Service, "Army's Ad Campaign Moves on to 2nd Phase; Targets Fears of Basic Training," available from <<http://www.mccoy.army.mil/ReadingRoom/Triad/02092001/army%20ads.htm>>; Internet; accessed 17 December 2004.

³¹ Burgess, 2.

³² Ibid.

³³ Burlas.

³⁴ Ibid.

³⁵ Army News Release, "Army Reaching Recruiting Goals Early," 4 September 2001; available from <http://www4.army.mil/ocpa/read.php?story_id_key=1427>; Internet; accessed 1 December 2004.

³⁶ Maude, *Army Personnel Posture FY02 Hearing*, 9.

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³⁸ Ibid.

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⁴⁰ Department of the Army, *Army Leadership, BE, KNOW, DO*, Field Manual 22-100, 2-25.

⁴¹ "Remembering the Lost, 9."

⁴² COL Bill Alexander, interview by Dr. Stephen Bower, 9 February 2004.

⁴³ COL (Ret) Ruth Collins, USAWC, interview by author, 4 February 2005, Carlisle, PA.

⁴⁴ BG Sean Byrne, Director, Military Personnel Management Division, Army G1, interview by author, 10 December 2004, Washington, DC.

⁴⁵ Ibid.

⁴⁶ COL (Ret) Michael Molosso, former Commandant, Adjutant General School, interview by Dr. Stephen Bower, 12 December 2004.

⁴⁷ MG (Ret) Ronald E. Brooks, "The DCSPER," *1775: The Journal of the Adjutant General's Corps Regimental Association* (May 2002): 4.

⁴⁸ Robert Rossow, III, *Uncommon Strength: The Story of the U.S. Army Office of the Deputy Chief of Staff for Personnel during the Attack on the Pentagon* (Washington, DC: Army G1, n.d.), 12.

⁴⁹ Jim Tice, "Personnel Chief Maude, Assistant Still Unaccounted for After the Attack," available from <http://www.militarycity.com/sept11/911_106811.html>; Internet; accessed 6 February 2005.

⁵⁰ Mrs. Teri Maude, interview by author, 28 January 2005, Beaufort, SC.

⁵¹ LTG Timothy J. Maude, "Foundation Scholarship," 26 March 2003; available from <<http://www.rotc.monroe.army.mil/helpdesk/awards-1/maude.htm>>; Internet; accessed 3 February 2005.

⁵² Teri Maude, interview.

⁵³ Ibid.

⁵⁴ Michael Tolzmann, "September 11th Fallen Warrior Memorialized in Building Dedication," 30 April 2002; available from <http://www.hqusareur.army.mil/htmlinks/Press_Releases/2002/Apr2002/30Apr2002-02.htm>; Internet; accessed 17 December 2004.

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⁵⁹ Alexander, interview.

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⁶¹ Ibid.

⁶² Simek, interview.

⁶³ Ibid.

⁶⁴ Wagner.

⁶⁵ Simek, interview.

⁶⁶ "Remembering the Lost," 9.

⁶⁷ GEN Eric K. Shinseki, *On the Army Transformation*, Posture Statement before the AirLand Subcommittee, Committee on Armed Services, United States Senate, 106th Congress, 2nd session, Washington, DC, 8 March 2000.

⁶⁸ "Remembering the Lost," 17.

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